

National Oceanic and Atmospheric Administration Workforce Management Strategic Plan: Priorities for the 21st Century

The National Oceanic and Atmospheric Administration (NOAA) was created in 1970 to serve a national need " . . . for better protection of life and property from natural hazards . . . for a better understanding of the total environment . . . [and] for exploration and development leading to the intelligent use of our marine resources . . . " (President Nixon's proposal to Congress, July 1970).

While more than 30 years have passed, NOAA's mission remains to understand and predict changes in the earth's environment and conserve and manage coastal and marine resources to meet our Nation's economic, social, and environmental needs.

Today NOAA employs over 13,000 people in some 700 facilities around the country and the world. These employees include meteorologists, oceanographers, fisheries biologists, and other physical, biological, and social scientists; economists and lawyers; specialists in information systems, engineering, and electronics; criminal investigators, and experts in many other fields. Organizationally, NOAA is built around six programmatic Line Offices focused on Weather, Fisheries, Oceans, Satellites, Marine and Aviation Operations, and Research. There are offices dedicated to workforce management, international and intergovernmental affairs, program planning, and other critical support functions. NOAA's employees work aboard research vessels and storm-tracking aircraft, in laboratories and other research facilities, as well as in offices. More than 40% of NOAA employees are represented by labor unions.

NOAA's success in achieving its scientific mission depends on the quality of its people and the programs established to manage and develop our workforce. NOAA's vision is to move our organization into the 21st Century, scientifically and operationally, in the same interrelated manner as the environment that we observe and forecast, while recognizing the link between the global economy and our planet's environment. To meet this objective, NOAA is committed to an agency-wide effort to effect improvements in the strategic management of its workforce.

NOAA employees are its most important asset. Their competence, creativity, commitment, diversity and innovation are vital to accomplishment of the NOAA mission and the Nation's interests. Therefore, attracting, developing and retaining our workforce is a critical part of NOAA's corporate priority of Organizational Excellence. This strategic plan is the agency's response to our people challenges for the next five years and beyond, and establishes the framework to build NOAA's workforce and realize its workforce management vision, mission and goals.

NOAA'S WORKFORCE VISION: A diverse, highly skilled, motivated and effective workforce capable of accomplishing NOAA's mission.

NOAA'S WORKFORCE MANAGEMENT MISSION: To ensure the recruitment, development and retention of NOAA's workforce.

NOAA'S CORE VALUES: People, Integrity, Excellence, Teamwork, and Ingenuity in support of Science, Service, and Stewardship.

WORKFORCE MANAGEMENT CHALLENGES:

NOAA is facing substantial business and environmental challenges, changes, and trends that influence both short and long-range workforce needs. These include:

- A. **Technology:** Technology is changing so rapidly and dramatically that all organizations, public and private, are having difficulty obtaining and maintaining the skills needed to plan for and operationalize their technology requirements. In NOAA, this encompasses not only standard information technology, but also the highly sophisticated equipment used in programs. NOAA's strategic goals envision an agency capable of developing new technologies, providing integrated data sets for decision support and management systems, enhancing data management and analysis capabilities and providing easy accessibility of environmental data by the public. The need for knowledge and skills in state-of-the-art technologies is also required by the President's Management Agenda emphasis on E-Government. A workforce management strategy must take into account the recruitment and retention programs that will be necessary to attract and keep employees with needed IT and other technology skills and knowledge.
- B. **Workforce Characteristics:** The average NOAA Federal employee is 45 years of age. Only 7 percent of the workforce is under the age of 30. By FY 2007, 50 percent of the Agency's Federal workforce will be eligible to retire. Historically, 50 percent of employees who are eligible to retire do so within three years. By the end of this decade, NOAA will lose more than 25 percent of its most knowledgeable and experienced employees not counting those who leave the Agency for reasons other than retirement. The Workforce Management Strategic Plan must provide strategies for succession management and for sustaining critical knowledges and skills in the context of a changing U.S. workforce.

Good business practice suggests that diversity enhances organizational performance. While NOAA has made strides in increasing the diversity of its workforce, a workforce management strategic plan must provide for the continued recruitment and retention of an ever more diverse group of employees. The Plan must also take into account the recruitment and retention problems created by a mission that requires a geographically dispersed, sometimes remote and mobile, workforce with round-the-clock operational responsibilities.

- C. **Business Practices:** Although NOAA has a world-class workforce that is highly motivated and focused on accomplishing NOAA's mission, the Agency's workforce management business practices have been neglected. For example, this is NOAA's first integrated workforce management strategic plan. NOAA is committed to organizational excellence and recognizes the need to improve its workforce management practices as part of its larger effort to integrate planning, performance measurement, and budget formulation. New business processes, along with an increased emphasis on customer service and strategic alliances, create the need for new skills and different ways of thinking about our work. Beyond recognizing the need for new skills, a workforce management plan should be an integral part of the strategic planning and budgeting process.
- D. **Management:** Studies conducted by the Merit Systems Protection Board (MSPB) in 1998 and the Office of Personnel Management (OPM) in 2001 concluded that Federal managers do a commendable job of performing the technical work of their units but have a much harder time with the human resource management tasks of staffing (recruitment, assessment, selection, and promotion), training and development, and performance management. A variety of factors and trends contribute to this problem, including organizational culture (rewards and punishments, budget cycles, conflicting priorities, lack of career leadership, human resources history), managerial selection processes, lack of appropriate managerial training, decentralization and delegation of human resource management, downsizing, and layering. NOAA's Workforce Management Strategic Plan must address the need for leadership competencies to be used for selecting, developing, and rewarding supervisors. It must also address ways to counter managers' tendencies to favor short-term, quick human resources fixes over long-term strategic workforce decisions.

- E. **Resources:** NOAA's resources (dollars and people) are likely to face more restrictions over the next five years. Therefore, the NOAA Workforce Management Plan must recognize the need to retain critical knowledge and skills and to increase the recruitment of multi-disciplinary staff. Limited resources should be targeted, and accounted for, to ensure that critical workforce management needs are being met effectively and efficiently.
- F. **Competitive Sourcing:** The President's Management Agenda includes an increased emphasis on competitive sourcing. Implementation of the FAIR Act and OMB Circular A-76 requires new skills and changes in the mix of skills. NOAA will need more contract managers with the appropriate technical knowledge and skills to effectively monitor and assess contract performance. A workforce management plan should provide for the development or recruitment of new skills and also take into account the need to maintain Federal employee morale to ensure that NOAA's mission is accomplished effectively.

ADMINISTERING THE NOAA WORKFORCE MANAGEMENT STRATEGIC PLAN:

Successful achievement of the Agency's workforce management mission and vision described above requires (1) the full commitment and active participation of a broad spectrum of people and organizations; (2) identification of specific workforce management performance measures, tactics, and resource requirements; and (3) assessment of results attained.

- (1.) To achieve its workforce management vision, mission, and goals, NOAA must clarify everyone's role in workforce management and give them the tools and resources needed to excel in these roles. The key participants whose roles and responsibilities are described in Appendix A must act as partners in the design, development, and implementation of workforce management in NOAA.
- (2.) The linkage of the strategic workforce management goals to the workforce management challenges is shown in Appendix B. A five-year implementation plan with annual operating plans will include specific actions, organization components involved, resources required, time lines, milestones, and deliverables to meet the strategic goals.
- (3.) Assessing overall Agency workforce management outcomes is perhaps the most important, and most difficult, step in enhancing NOAA's workforce management. The challenge is to create a meaningful measure or set of measures that can be replicated and maintained with reasonable effort and resources. The balanced scorecard model in Appendix C will be used. During the initial year of this Workforce Management Strategic Plan, NOAA baseline measures will be developed. This model will not only reflect performance but also drive annual reviews and revisions to the plan and provide support for workforce management decision making.

STRATEGIC WORKFORCE MANAGEMENT GOALS:

- 1. Align workforce management policies, programs, processes, and systems to support accomplishment of the NOAA mission, vision, goals, and priorities.
- 2. Recruit, hire, develop, and retain a diverse workforce with the competencies necessary to accomplish the Agency mission.
- 3. Ensure NOAA has the leadership with the technical and managerial knowledge and skills needed to accomplish its strategic goals and priorities.
- 4. Create a responsive, high-performance culture.
- 5. Promote knowledge-sharing, continuous learning and improvement, and a climate of open communications.

GOAL 1: Align workforce management policies, programs, processes, and systems to support accomplishment of the NOAA mission, vision, goals, and priorities.

Outcome: The Agency is organized to support its mission in a safe, effective, and efficient way. Each Line and Staff Office understands its contribution to the NOAA mission and each employee understands his or her personal contribution.

Goal Strategies:

- 1A. Evaluate and improve existing workforce management processes and programs, employing streamlining, automation, re-engineering, and best-practices, to ensure they are efficiently supporting desired organizational outcomes and in compliance with regulatory requirements (i.e., merit system principles).
- 1B. Ensure that all levels of management understand their role in workforce management, how to manage for inclusion and diversity, and their labor-management relations responsibilities and are held accountable for the results.
- 1C. Ensure that the workforce management function is adequately staffed and prepared, in competencies and resources, to proactively partner and consult with managers in implementing this Plan.
- 1D. Ensure that workforce management requirements and investments are an integral part of NOAA's Planning, Programming, and Budgeting System, the resulting budget and performance plans, and technology and facilities plans by including workforce management representatives as key advisors in planning for changes that will involve NOAA's workforce.

GOAL 2: Recruit, hire, develop, and retain a diverse workforce with the competencies necessary to accomplish the Agency mission.

Outcome: NOAA understands the competencies required for successful mission accomplishment and recruits, acquires, and retains a world-class workforce representative of the Nation's diversity and consistent with competency needs.

Goal Strategies:

- 2A. Develop and implement a model process and tools to conduct workforce planning and analysis, including the identification of current and future competencies necessary to accomplish the Agency's mission.
- 2B. Conduct a comprehensive workforce analysis resulting in a NOAAwide workforce plan that includes recruitment and hiring strategies and programs for staff development, building on existing competencies and developing new skills required for mission accomplishment.
- 2C. Increase the use of recruitment, retention, and other workplace flexibilities and tools to ensure a highly skilled, diverse, and productive workforce.
- 2D. Establish programs and policies to address key employee concerns raised by periodic surveys and other feedback mechanisms.

GOAL 3: Ensure NOAA has the leadership with the technical and managerial knowledge and skills needed to accomplish its strategic goals and priorities.

Outcome: NOAA has leaders who think strategically, inspire employees, and achieve results.

Goal Strategies:

- 3A. Develop and implement a comprehensive leadership and management development strategy that prepares, hires, develops, assesses, and rewards non-SES managers using validated managerial competencies.
- 3B. Develop and implement a succession planning strategy that supports accomplishment of diversity objectives and mission results.
- 3C. Ensure NOAA's leaders are prepared and have adequate resources to support change processes.
- 3D. Ensure that an integrated, strategic training and development program builds needed Agency leadership competencies.

GOAL 4: Create a responsive, high-performance culture.

Outcome: NOAA achieves excellence by valuing and recognizing performance in an environment in which all employees feel encouraged to contribute to a citizen-centered culture.

Goal Strategies:

- 4A. Ensure that overall mission results are achieved by aligning individual performance expectations with short-term and long-term organizational goals.
- 4B. Develop the capacity to facilitate (e.g., team building, work redesign, change management, inclusion and managing diversity strategies) organizational culture change in NOAA.
- 4C. Assure that employee rewards and recognition programs are adequately linked to performance that contributes to achievement of Agency goals.
- 4D. Assure that NOAA's performance management systems focus on accountability for results.

GOAL 5: Promote knowledge-sharing, continuous learning and improvement, and a climate of open communications.

Outcome: NOAA assures success by using existing knowledge effectively, sharing knowledge and information freely, and acquiring new knowledge through continuous learning.

Goal Strategies:

- 5A. Assess NOAA's investment (time, funding, staff, technology, and facilities) in workplace learning in order to ensure that resources meet targeted needs.
- 5B. Create a NOAA learning infrastructure that includes partnerships among Line Offices, assessment of the Agency's priority learning needs, consideration of diverse learning styles and other differences, development of strategic learning plans, and linkages to the budget process in order to ensure learning priorities are aligned with and support organizational objectives.
- 5C. Ensure training and development programs build needed competencies, including more effective incorporation of knowledge sharing, mentoring, and distance learning in the development of employees.

APPENDIX A: ROLES AND RESPONSIBILITIES

A Executive Leadership

NOAA Executive Leadership is composed of the NOAA Executive Council and the NOAA Executive Panel. They assist the Under Secretary and Deputy Under Secretary in setting NOAA's strategic direction. Executive leadership roles related to workforce management include:

- Setting workforce priorities that support the strategic goals of the Agency.
- Providing adequate resources to carry out the Agency's workforce management priorities.
- Advising on specific workforce issues.

B Line Offices

Line Offices provide administrative support to their individual organizations and work in partnership with both managers and workforce management specialists to assure that their component and the Agency's overall goals are achieved. Line Office roles include:

- Collaboratively finding solutions to workforce management problems arising out of changes in work that have an impact upon positions, organizational mission, and employees.
- Helping managers identify their workforce management needs and concerns.
- Advising management in developing and maintaining improved workforce management methods and procedures.
- Fostering partnership between the Line Offices and the workforce management organizations.
- Presenting a positive image for the workforce management activities and responsibilities of each Line Office.

C Managers (first-line through executive)

Workforce management is a key managerial responsibility. The many challenges facing NOAA over the next several years increase the importance of assuring that our workforce is valued, highly skilled, motivated and properly deployed. In order to have a truly effective organization, managers must make their workforce responsibilities an integral part of their overall job duties and must view workforce management as an investment rather than a cost. Managers' roles include:

- Managing performance to achieve organizational goals.
- Knowing and using available Workforce management resources.
- Modeling behaviors expected of all employees.
- Developing employees using either formal or informal methods.
- Fully utilizing employees' skills and abilities.
- Supporting use of family-friendly work place policies.
- Knowing Agency workforce management policies, following them, and enforcing them.
- Adhering to the requirements of the merit system principles established by law and upholding the values embodied in these principles.
- Creating a positive, supportive, productive work environment.

D Individual Employees

The work of the Agency is highly technical and knowledge, as a critical resource, is collectively held by the employees who make up its workforce. Employee roles include:

- Taking personal responsibility for self-development/learning.
- Helping others learn.
- Taking necessary actions to assure accuracy of individual records.

- Identifying opportunities for self-improvement.
- Knowing and using the workforce management resources available.
- Knowing and adhering to the Standards of Conduct, government-wide Ethical Standards of Conduct and workforce management policies and procedures.

E Employee Unions

NOAA employees are represented by 23 separate Bargaining Units. Union roles include:

- Working with management toward efficient and effective achievement of the Agency's mission.
- Representing employee interests as a unit.
- Identifying opportunities for improvement in workforce management processes and programs affecting employees.

F Councils, Committees, and Boards

1 Chief Financial Officers/Chief Administrative Officers (CFO/CAO) Council

The Chief Financial Officers/Chief Administrative Officers Council reports and make recommendations to the NOAA Executive Panel on NOAA operational and management activities under their purview, e.g., human resources, finance, budget, CAMS, environmental compliance and safety, and grants and acquisitions.

2 Workforce Management Committee

The purpose of the Workforce Management Committee is to provide a forum for the NOAA workforce management community to address NOAA workforce issues at a corporate level. The Committee reports to the CFO/CAO Council. The Committee's role includes:

- Championing excellence in the employment, retention and development of an effective workforce.
- Focusing on people as the primary drivers of "business" performance.
- Enhancing the execution of workforce management initiatives across line organizations.
- Partnering with the Diversity Council to manage diversity in the workplace.
- Recommending resources to implement programs.
- Recommending tools to develop the knowledge and skills of NOAA supervisors and managers who are accountable for effective workforce management.
- Representing bureau-wide views, concerns and interests regarding workforce management issues.
- Serving as an advocate to advance people issues and workforce solutions.
- Developing and maintaining the NOAA Workforce Management Strategic Plan.

3 NOAA Training Council (NTC)

The NTC provides leadership in developing, implementing and overseeing a NOAA Training Policy and Plan, enabling NOAA to develop and sustain a world-class workforce. Roles and responsibilities of the NTC include:

- Conducting strategic assessments of NOAA's training policies and programs.
- Developing a corporate plan to assure maximum employee competence through development and training.
- Achieve a corporate approach toward employee development through training.
- Developing a strategy to share training across NOAA.
- Developing procedures for formulating the budget for training resources.
- Recommending programs and associated resources which improve efficiency, meet organizational needs, and encourage employee self-development and life long learning.
- Advocating for NOAA training and employee development.

4 NOAA LEADERSHIP COMPETENCIES DEVELOPMENT PROGRAM (LCDP) LEADERSHIP COMMITTEE (LC)

The NOAA LCDP Leadership Committee (LC) is the forum through which the Line/Staff Offices have input into LCDP decisions. Members make tactical LCDP decisions affecting their respective Line/Staff Offices' interests. They also make recommendations for LCDP long-term, strategic plans to the NTC to obtain the Council's concurrence prior to presenting the proposals to the DUS and NEP for their final decision(s).

5 NOAA Diversity Council

The Diversity Council has been entrusted to advance the NOAA mission by serving as the conscience of NOAA as it strives to manage its diverse workforce and meet current and future needs of its customer base. The duties of the Council include:

- Developing and maintaining the NOAA Diversity Plan as a living document.
- Monitoring the implementation of the Plan in line offices and providing continuous feedback on accomplishments.
- Developing performance measures and milestones designed to accomplish Diversity Plan action items.
- Defining and facilitating a specific process for each line office that provides for substantive feedback to NOAA leadership on their diversity plans and significant diversity accomplishments which have impacted the organization.
- Ensuring plans are measurable and substantive and accomplishment reports accurately reflect accomplishment.
- Serving as a forum to hear quality of work life, understanding differences, and managing diversity concerns of workplace and recommend solutions.
- Carrying out its responsibilities pursuant to the NOAA Diversity Plan.
- Facilitating communications within NOAA on diversity issues.
- Modeling behavior envisioned in the Plan.
- Becoming educated about managing diversity through a process of personal mastery, team learning, and understanding differences.
- Serving as change agents in day-to-day business.

6 EEO Council

Responsibilities of the NOAA EEO Council include:

- Monitoring the implementation of NOAA's affirmative employment initiatives.
- Sharing innovative approaches to increase the representation of under-represented protected groups.
- Recommending outreach activities designed to reach under-represented groups.
- Planning NOAA-wide recruitment activities.
- Researching, developing, and recommending innovative approaches to resolving discrimination complaints.
- In cooperation with the NOAA Diversity Council, developing an approach to cultural awareness programs that recognizes all members of the NOAA community.
- Developing a communication strategy designed to keep NOAA employees informed of EEO activities.
- Making recommendations on EEO policy issues.

7 Education Council

The Education Council serves as a forum in NOAA for the discussion of ideas and proposals for NOAA-wide education and outreach activities and priorities and makes recommendations to NOAA management on all aspects of NOAA's educational activities. Education and outreach efforts are directed at students from kindergarten through college, teachers that deal with NOAA science related subjects such as oceanography and meteorology, NOAA's many constituents from sanctuary users to commercial fishermen, and also the general public potentially affected by storms and other natural disaster. The Education Council serves as a link

between the knowledge and skills required in NOAA's current and future workforce and the education community.

8 Safety Council

The NOAA Safety Council prepares and updates the NOAA Safety Strategic Plan, makes necessary changes to the NOAA Safety Policy, develops and adopts the NOAA Safety Manual, reviews NOAA progress toward achieving the goals of the Plan, and reviews annual LO/SO safety action plans.

9 NOAA Executive Resources and Performance Review Boards (ERB and PRB)

Executive Resources Boards and Performance Review Boards were established by the Civil Service Reform Act of 1979 to provide oversight on workforce functions related to the Senior Executive Service. ERB and PRB roles include:

- Monitoring the SES merit staffing program.
- Assuring that executive development opportunities are made available based on identified organizational and individual needs, appropriate participants are selected, and program results are evaluated.
- Recommending individual SES pay adjustments, performance bonuses, and Presidential Rank Awards.
- Assuring equity in the SES performance management process.
- Recommending improvements to NOAA's management of executive and professional resources.

G NOAA's Workforce Management Business Line

1 Workforce Management Office (WMO)

WMO serves as a full and active partner in NOAA's management decision-making process by ensuring that the Agency's workforce management program is responsive to management's needs and goals. WMO actively participates with management in identifying needs and problems; mobilizing and coordinating the specialized resources available to ensure sound workforce planning and implementation; and supporting the Agency's programs through application of advancements and innovations in day-to-day human resources operations. WMO roles include:

- Designing and administering workforce management programs that support the Agency mission, are compatible with its culture, and are consistent with existing Federal human resources law.
- Supporting the NOAA mission by administering workforce management programs and activities that foster and encourage the development of a diverse, highly skilled, motivated and effective workforce.
- Fostering greater partnership with managers, employees, unions, and others.
- Supporting NOAA in accomplishing the Strategic Human Capital Management goal of the President's Management Agenda.
- Assisting NOAA to become a model agency in workforce management administration.
- Participating on planning, programming, programming, and implementation work groups to assure workforce issues are taken into consideration and properly resourced.

2 Administrative Support Centers' (ASC) Human Resources Offices

The four DOC Administrative Support Centers, hosted by NOAA, provide administrative services to NOAA and other DOC organizations. Each ASC has a Human Resources Division responsible for providing operational human resource services to NOAA and other DOC managers and employees in field locations. Specific responsibilities include:

- Staffing, placement, classification, and position management
- Organizational development.
- Pay, leave and benefits administration.

- Employee and labor relations.
- Performance management.
- Employee records and personnel/payroll processing.
- Special targeted programs (e.g. summer, veteran, and disability employment).
- Manage Employee Assistance and Alternative Dispute Resolution Programs NOAA-wide.
- Administer Time and Attendance NOAA-wide.

3 Office of Diversity

The Office of Diversity is responsible for NOAA's diversity policy and strategy. Under direction of the NOAA Diversity Council, the office establishes NOAA-wide policy for managing diversity to ensure inclusion; supportive and flexible systems, policies and practices; and supportive workplace behaviors. Office of Diversity roles include:

- Managing and facilitating culture change initiatives to ensure systems, policies, and practices support all employees.
- Providing technical advice and guidance to NOAA management on diversity and understanding differences issues.
- Overseeing diversity management in areas such as quality of worklife and organizational assessment.
- Coordinating NOAA-wide diversity education and training.
- Managing the NOAA Employee Worklife Center.
- Administering and delivering customized feedback sessions on team building and understanding differences tools.
- Designing and delivering facilitation, group process consultation, and other organization development interventions.

4 Civil Rights Office

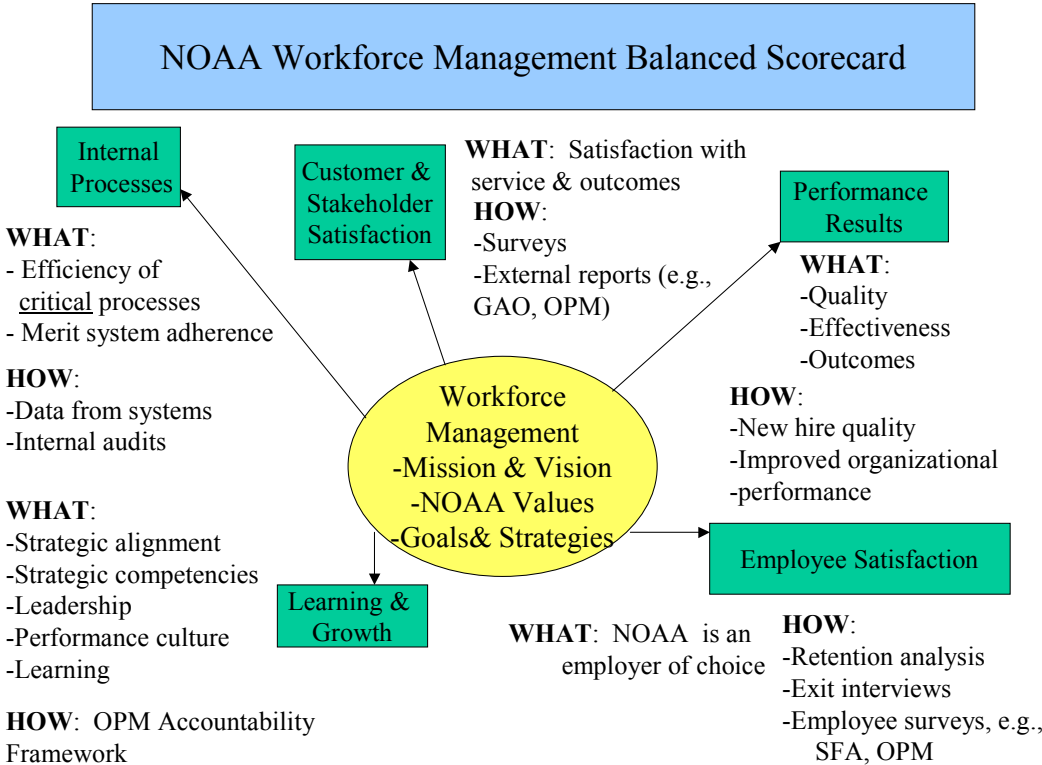
The Civil Rights Office (OCR) provides Agency-wide leadership and advice on issues of civil rights, affirmative employment, special emphasis programs, and equal opportunity. OCR advises and assists NOAA management in carrying out NOAA's responsibilities relative to all Civil Rights laws, regulations and policies. Workforce management roles within the Agency include:

- Working closely with both internal and external partners to assure that equal opportunity is provided to all NOAA employees.
- Managing the NOAA equal opportunity programs.
- Conducting equal opportunity and civil rights training for NOAA employees and management.
- Providing appropriate data to NOAA management to assure informed decision-making related to affirmative employment principles and objectives.
- Managing the EEO complaints program.
- Coordinating NOAA's Special Emphasis Programs.

APPENDIX B: Linkage of Goal Strategies to Workforce Management Challenges

#	GOAL STRATEGY	Technology	Workforce Characteristics	Business Practices	Management	Resources	Competitive Sourcing
1A.	Evaluate and improve existing workforce management processes and programs . . .			X			
1B.	Ensure that all levels of management understand their role in workforce management . . .		X		X		
1C.	Ensure that the workforce management function is adequately staffed and prepared . . .			X		X	
1D.	Ensure that workforce management requirements and investments are an integral part of NOAA's [planning].				X		
2A.	Develop and implement a model process and tools to conduct workforce planning and analysis . . .	X	X	X	X	X	X
2B.	Conduct a comprehensive workforce analysis . . .	X	X	X	X	X	X
2C.	Increase the use of recruitment, retention, and other workplace flexibilities and tools . . .	X	X				
2D.	Establish programs and policies to address key employee concerns . . .		X				
3A.	Develop and implement a comprehensive leadership and management development strategy . . .				X		
3B.	Develop and implement a succession planning strategy . . .		X		X		
3C.	Ensure NOAA's leaders are prepared and have adequate resources to support change processes.	X		X	X	X	X
4A.	Ensure that overall mission results are achieved by aligning individual performance expectations with . . . organizational goals.			X	X		
4B.	Develop the capacity to facilitate . . . organizational culture change . . .	X	X	X	X		X
4C.	Assure that employee rewards and recognition programs are adequately linked to performance . . .			X	X		
4D.	Assure that NOAA's performance management systems focus on accountability for results.			X	X		
5A.	Assess NOAA's investment . . . in workplace learning . . .	X			X	X	
5B.	Create a NOAA learning infrastructure . . .	X	X		X	X	
5C.	Ensure training and development programs build needed competencies	X		X	X		X

APPENDIX C: NOAA Workforce Management Balance Scorecard



NOTE: The “How” are intended as examples only.

GLOSSARY

COMPETENCIES - Clusters of knowledge and skills that are required for successful performance of a job.

CUSTOMERS - The individuals and entities served by NOAA, with the public being NOAA's primary customer.

DIVERSITY - The full range of individual differences found in the work environment including skill, knowledge, or educational levels; personality types; socioeconomic and ethnic backgrounds; race, gender, or sexual orientation; physical characteristics; abilities or disabilities; and linguistic backgrounds.

MERIT SYSTEM PRINCIPLES - The principles that form the basis for the Federal Civil Service Personnel System, as codified in 5 U.S.C., Section 2301, and by which all Federal Personnel Management should be guided and implemented.

MISSION - Our target of achievement over the short term as we move to the long term fulfillment of our vision.

ORGANIZATIONAL CULTURE - The pattern of shared basic assumptions, values, and artifacts that an organization collectively adopts and teaches new members as it grows and develops and learns to manage its business.

OPERATING PLAN - An operating plan is a plan that describes in more specific detail how operationally an organization will achieve goals and the related performance measures. An operating plan can present in greater detail the resources, time lines, and target levels of performance needed.

PARTNERS - Individuals/organizations with whom an organization must work as a team to achieve its goals and fulfill its mission.

PERFORMANCE MEASURE - A target level of performance expressed as a tangible, measurable objective, against which actual achievement can be compared, including a goal expressed as a quantitative standard, value, or rate.

PERFORMANCE INDICATOR - A particular value or characteristic used to measure output or outcome. Performance indicators are associated with performance measures.

PRESIDENT'S MANAGEMENT AGENDA - A strategy for improving the management and performance of the Federal government to make it citizen-centered, results oriented, and market based. The goals include strategic management of human capital, competitive sourcing, improved financial management, expanded electronic government, and budget and performance integration.

QUALITY OF WORK LIFE - Organizational conditions and practices (e.g., safe working conditions, democratic supervision) that contribute to employees' perceptions of their physical and mental well being at work.

STAKEHOLDERS - Individuals or organizations that have particular interest in how our customers are served.

STRATEGIC PLAN: A statement of the Agency's priorities and vision for the future.

STRATEGY - A method for obtaining a specific goal or result. Paired with a goal it can be used to help assess whether a goal was or is being achieved. Usually describes a more specific level of achievement than a goal.

SUCCESSION PLANNING - A comprehensive, on-going process for forecasting leadership needs and assuring that a group of well-prepared, qualified, and diverse people are available to fill key positions. Successful succession plans are linked to workforce planning and to leadership development.

VISION - Our target ambition for workforce management in the future.

WORKFORCE - The totality of persons employed by an organization including staff, managers, and executives.

WORKFORCE PLANNING - A comprehensive process for determining the current and future functions of an organization, identifying the skills and competencies required to perform those functions, analyzing the gaps between required and existing skills, and developing a plan to fill the gap. A workforce plan may include hiring, career development and training, redeployment, contracting for skills, retention incentives, and other methods of assuring that skills are available when needed.